

Feedback report

Serco Group

The index assesses the extent to which **corporate strategy** is **integrated** into business practice throughout an organisation. It provides a benchmark for companies to evaluate their **management practices** in four key areas of corporate responsibility (community, environment, marketplace and workplace) and **performance** in a range of **environmental and social impact areas** material to the business.

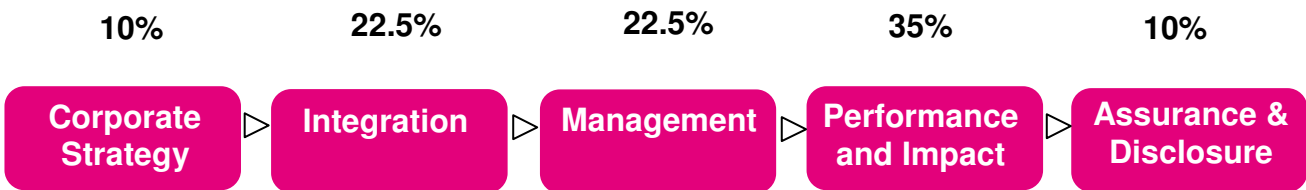
Feedback Report for Serco Group

This is a summary of Serco Group's 2006 Corporate Responsibility Index results, comparing your company's performance against your peers and other Index participants. This year a total of 128 companies have used the Index as a management tool, with 110 companies participating publicly.

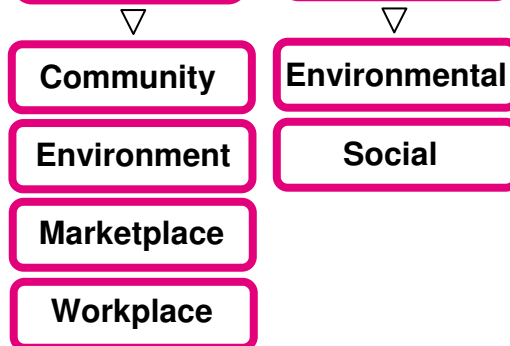
SECTOR Support Services			PARTICIPANTS IN YOUR SECTOR	
COMPANY SCORE	2006	2005	Alfred McAlpine AMEC Amey BNFL* MITIE Group Premier Farnell Rentokil Initial Serco Group* Sodexo (UK) Speedy Hire Atkins (WS)	
	91.0%	86.0%		
ACHIEVEMENT	Top 100 Sector leader			
PERFORMANCE BAND	Gold		* 2006 sector leaders (UK) global business reporting on UK operations only	
Platinum:	≥ 95%			
Gold:	90 – 94.5%			
Silver:	80 – 89.5%			
Bronze:	70 – 79.5%			
COMMITMENT TO DISCLOSE (as indicated in submission)	Full (submission and feedback)			

The Index Model

SECTION LEVEL



SUB-SECTION LEVEL

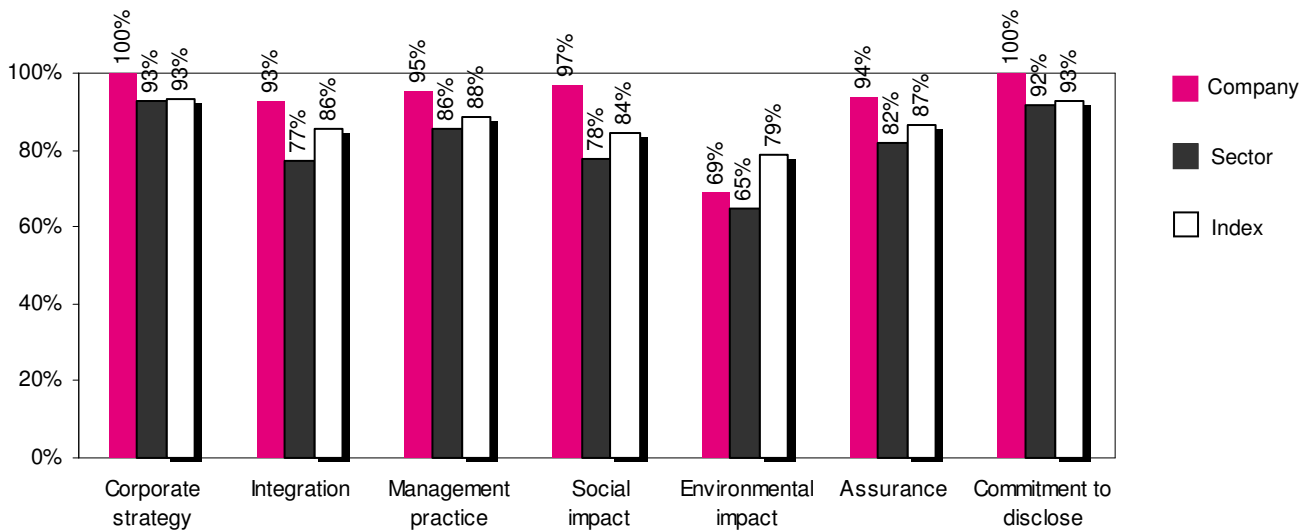


QUESTION LEVEL



Section Level Summary

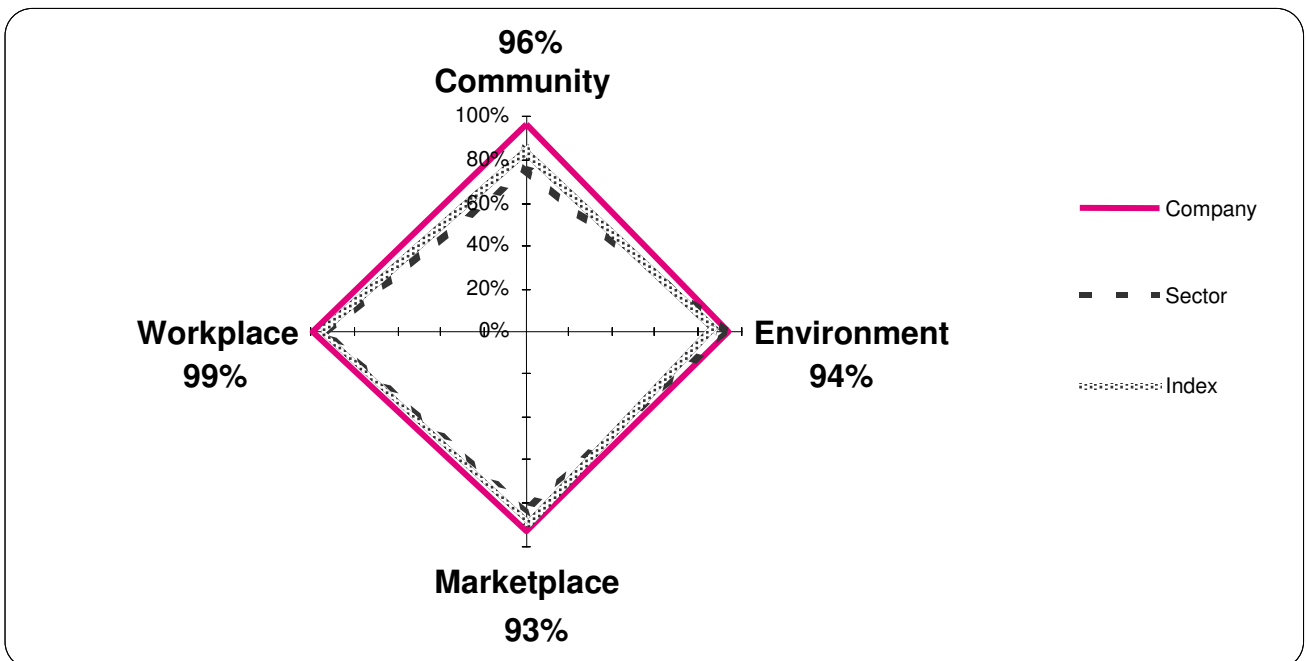
The following graph provides a summary of your performance in each main component of the Index. Your performance is examined in more detail at the subsection level and then the question level in the following pages of this report. Please refer to the Index survey for further details of each element within the chart. For reference, each chart is normalised to 100%.



Subsection Level Summary: Management Practice

The Index asks companies to identify their key issues in the areas of community, environment, marketplace and workplace, and assesses management practices according to each issue identified. Leading companies are able to demonstrate:

- = policies to ensure responsible behaviours across the business,
- = objectives and targets to drive continuous improvement,
- = clear responsibilities defined at all levels,
- = effective communication systems to share knowledge and latest information,
- = training provided to relevant staff to ensure competency and delivery of objectives,
- = a process for stakeholder consultation and engagement across all key areas,
- = monitoring systems to assess and report progress,
- = key issues, targets and performance reported publicly.

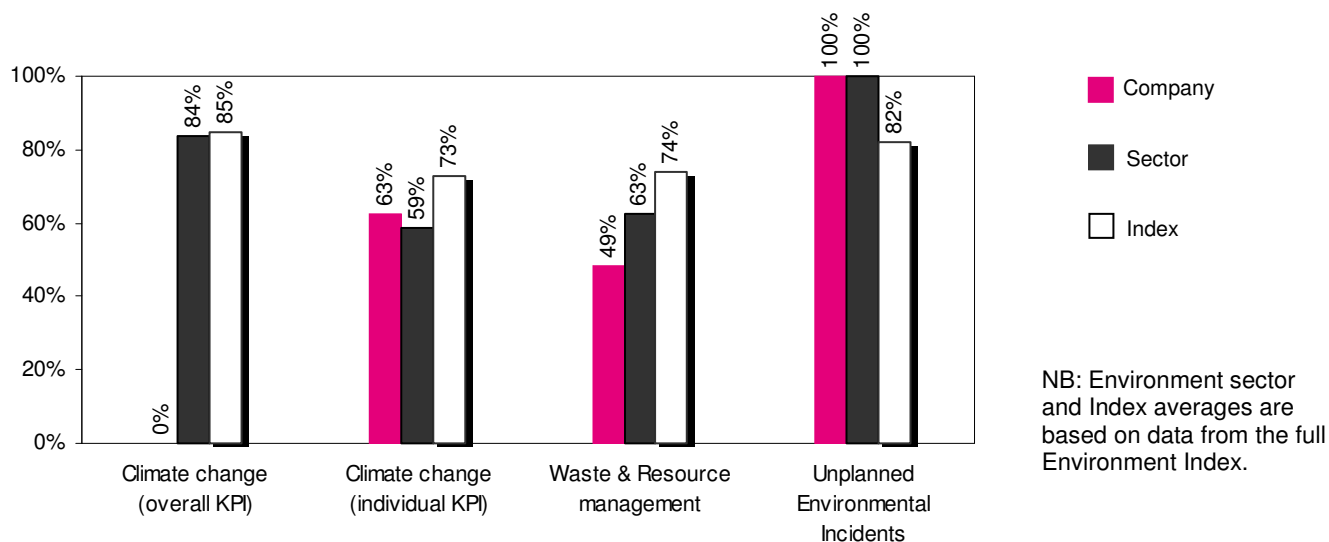


Subsection Level Summary: Environmental and Social Impact Areas

Each company completes six impact areas – three environmental and three social.

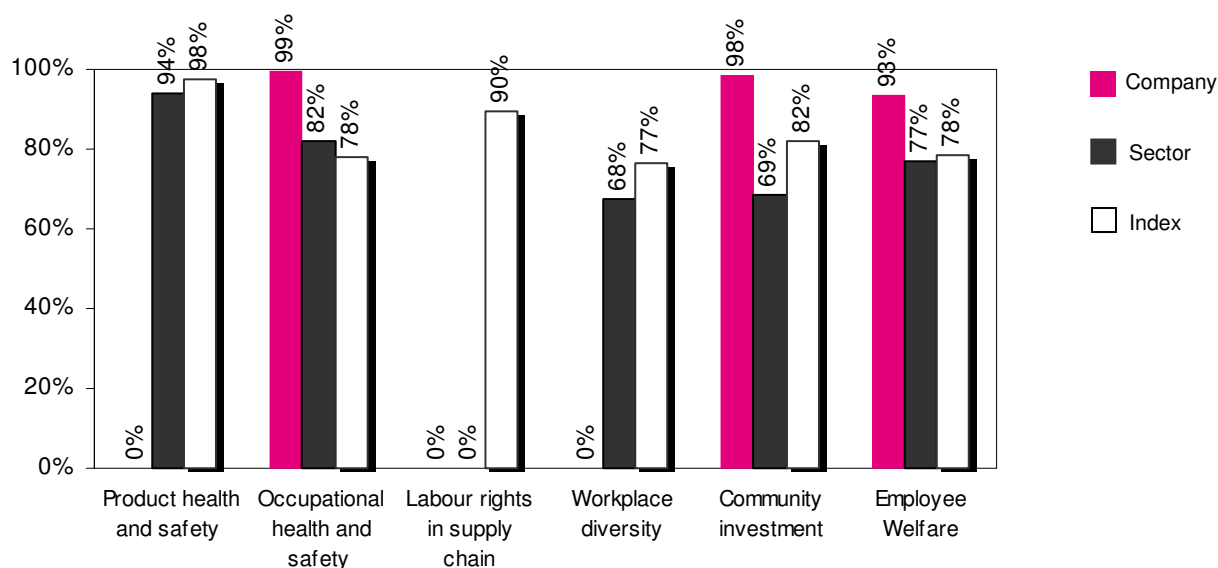
The environmental impact areas include **two core** impacts, climate change (answered using either an overall or individual KPIs) and waste and resource management, **plus one** self-selected area relevant to the business. You have chosen to report on unplanned environmental incidents as your third environmental impact area. Areas reported on by your sector were: resource use, biodiversity, water pollution and water consumption.

Environmental Impact Areas



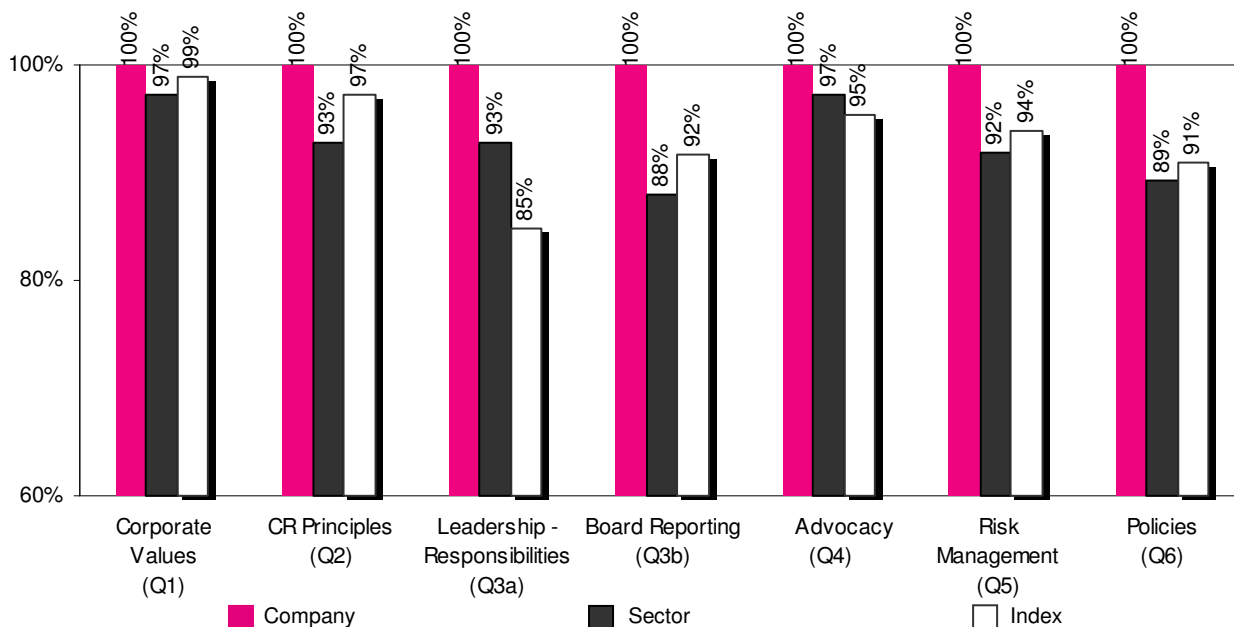
Social Impact Areas

Companies answer **two core** social impact areas (chosen out of product health and safety, occupational health and safety, labour rights in the supply chain, diversity in the workplace, and community investment), **plus one** self-selected area relevant to the business. The self-selected social impact areas selected by your sector were: employee development, employee welfare and social inclusion.



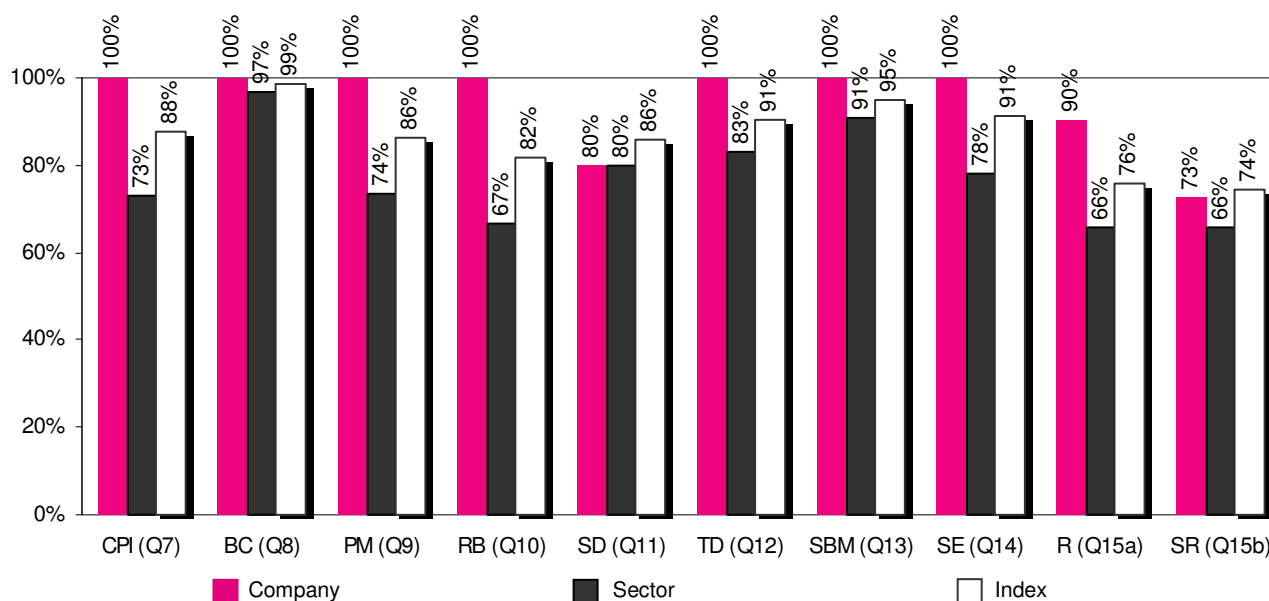
Question Level Summary - Section 1: Corporate Strategy

This section rewards companies for placing CR values at the core of their business strategy. It asks whether there is a system to identify key social and environmental risks and opportunities, and whether these are addressed by principles and policies. Companies must be able to demonstrate leadership and commitment at the highest level, internal reporting to the board, and public advocacy of responsible business practice.



Question Level Summary - Section 2: Integration

It is not enough simply to have a strategy; it needs to be implemented throughout a business. This requires internal communication and training employees so they understand the key CR issues for the company, building CR related performance criteria into appraisal and remuneration systems, undertaking stakeholder engagement and ensuring it contributes to CR strategy, demonstrating social and environmental issues are incorporated into strategic decision making, and transparency through external reporting on CR management practices and impacts.

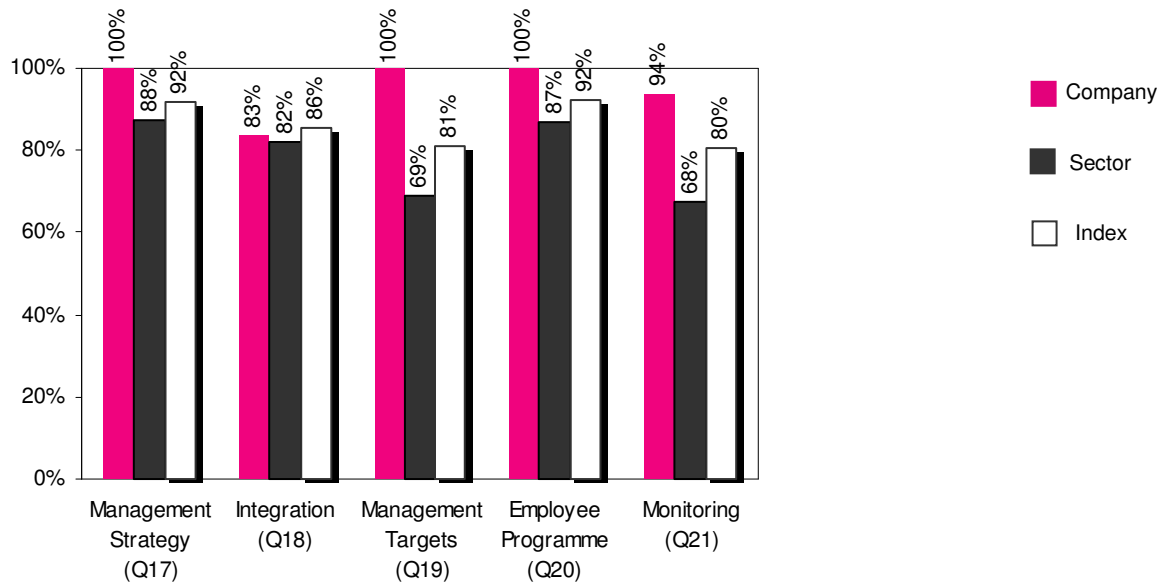


CPI – integration of principles, **BC** – business conduct, **PM** – performance management, **RB** – remuneration and bonus, **SD** – strategic decision-making, **TD** – training and development, **SBM** – senior managers and board members training/briefing, **SE** – stakeholder engagement, **R** – reporting, **SR** – scope of reporting

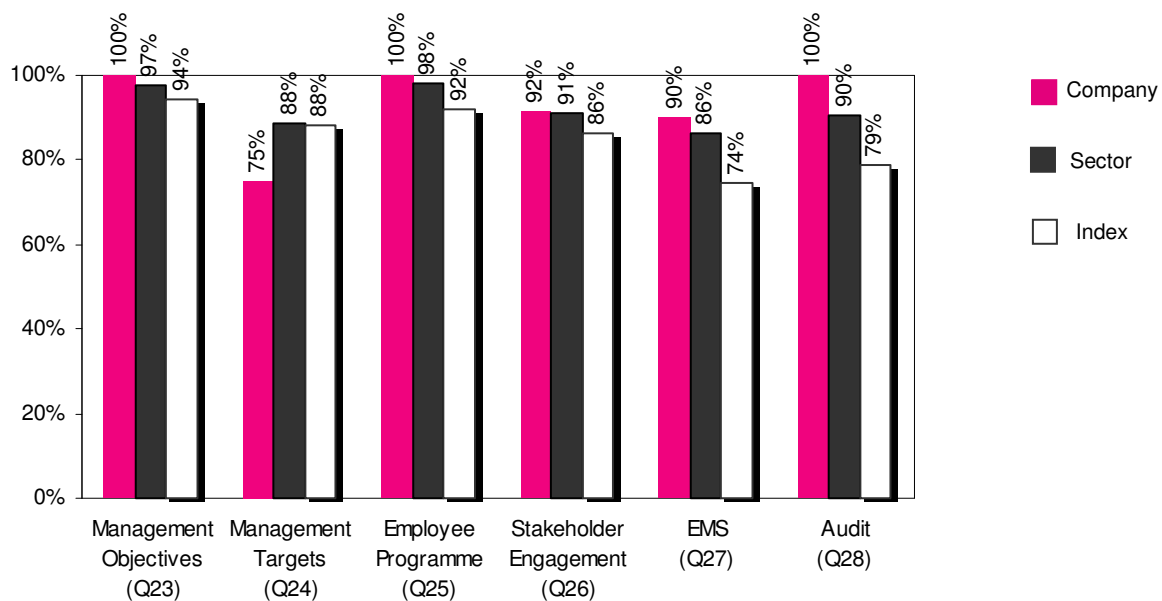
Question Level Summary - Section 3: Management Practice

Section 3 assesses whether a company has developed management practices to address CR issues key to the business in the four areas of Community, Environment, Marketplace and Workplace. Performance for each of these areas in turn is shown in the graphs below. Participants in the Environment and Community Indices can refer to separate feedback reports for further analysis of each management area.

Community Management

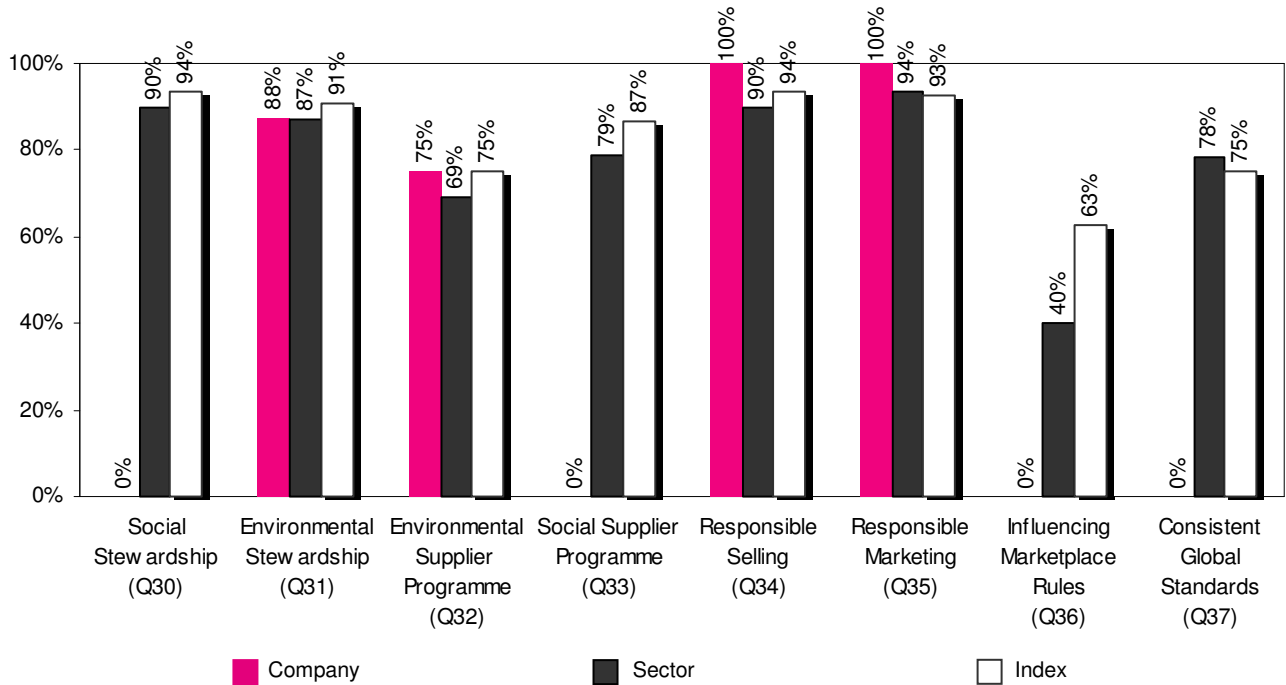


Environment Management

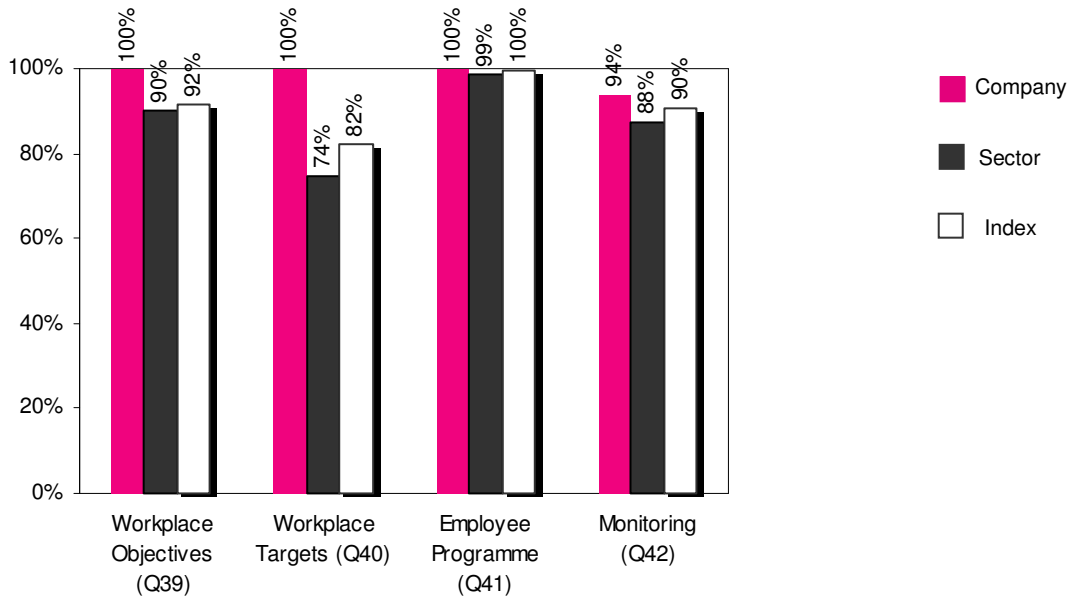


Marketplace Management

All companies completed questions on environmental stewardship and environmental supplier programme. In addition, there was a choice to complete two management areas relevant to the business. The graph shows your company's score for these four areas alongside average sector and Index scores for the remaining marketplace questions.



Workplace Management

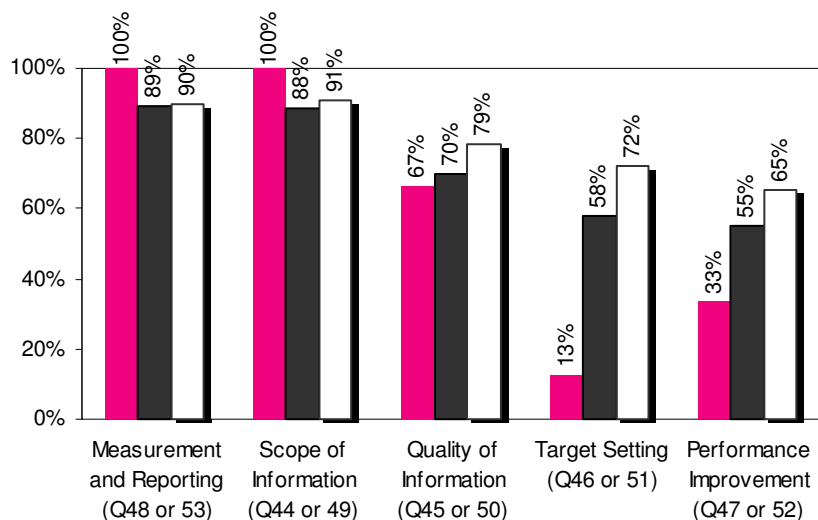


Question Level Summary - Section 4: Environmental and Social Impact Areas

Environmental Impact Areas

The following graphs break down each environmental impact area. Each area considers the quality and coverage of data measured and rewards companies that set and publicly report on performance against targets, and demonstrate continuous improvement in minimising their environmental impact.

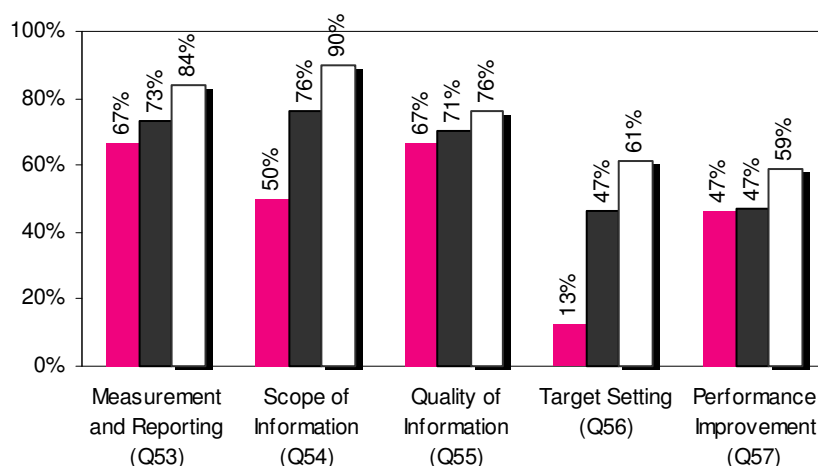
Climate Change



Company
Sector
Index

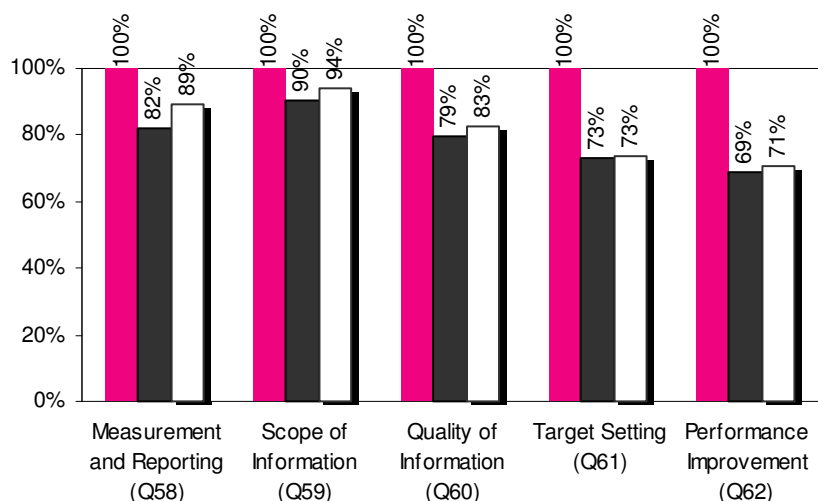
Companies had the choice of answering based on overall or individual climate change KPIs.

Waste and Resource Management



Company
Sector
Index

Unplanned Environmental Incidents



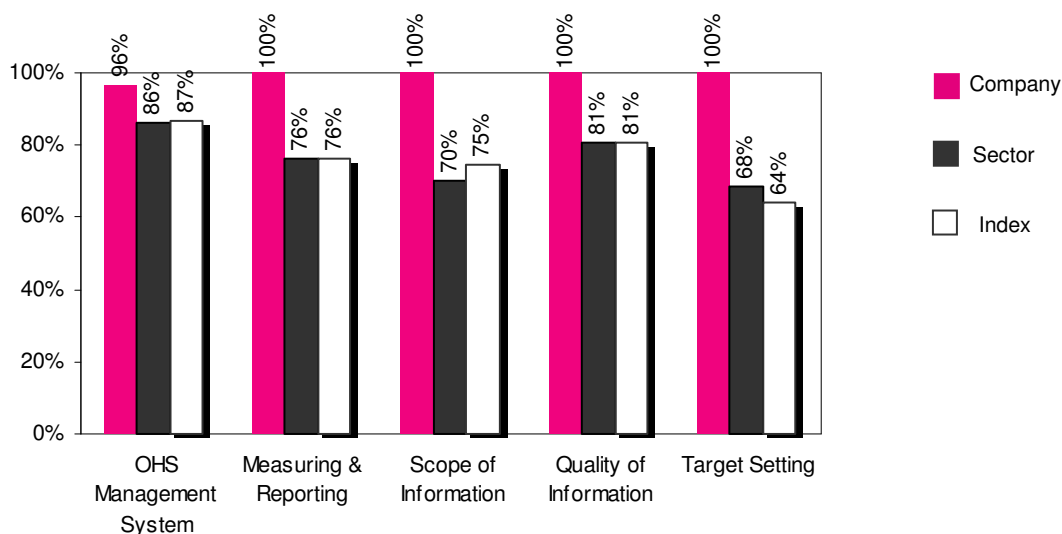
Company
Sector
Index

Refer to the Environment Index feedback report for further details on each of these areas.

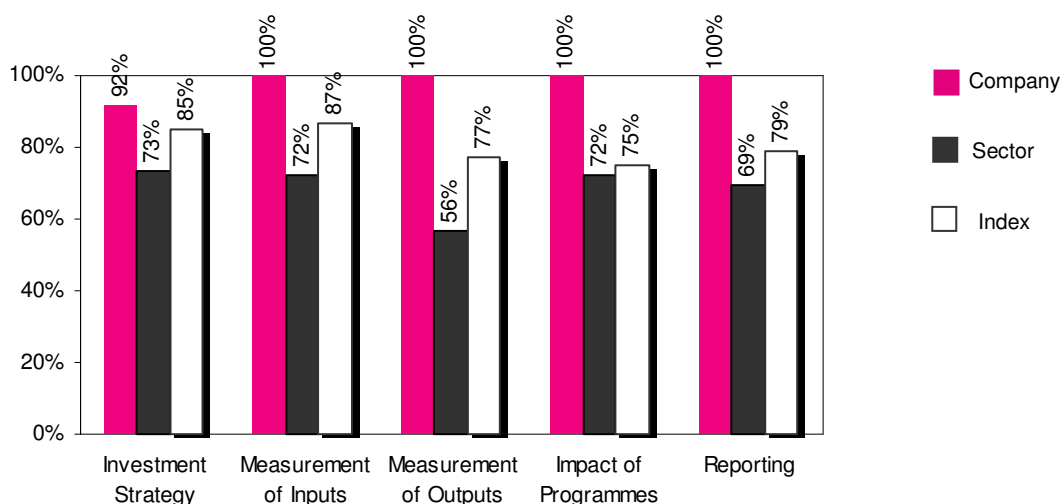
Social Impact Areas

The following graphs provide further analysis on the three social impact areas completed by your company. Each area combines a mixture of management and performance criteria specific to the social impact in question.

Occupational Health and Safety



Community Investment



Employee Welfare

